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Approved For Release 2002/05/02 : CIA-RDP80-00308A000100010012-4

DTR-1020

71-4873

17 DEC 1977

71-6396

MEMORANDUM FOR: Executive Director-Comptroller

SUBJECT : Senior Seminar

1. This Memorandum reports on the first running of the CIA Senior Seminar and requests in Paragraph 9 that you seek the Director's approval for continuing it.

2. In accordance with terms of the Director's approval of my proposal for a Senior Seminar, a pilot running was conducted from 19 September through 24 November and an extremely thorough evaluation of the Seminar was made as it proceeded and at its conclusion. Twenty officers of grades GS-15 through GS-18 were chosen by the Training Selection Board from a total of 35 nominated from throughout the Agency.

3. The Seminar covered a variety of subjects which are directly relevant to the activities, relationships, interests, policies, and problems of CIA. The specific content was based on discussions with scores of senior officers throughout the Agency and an investigation of the curricula of external courses to which we send senior officers. Its final format consisted of Blocks on "The Senior Agency Officer," "The Intelligence Business," "Major World Trends and Their Significance for Policy and Intelligence," "Covert Action: The Hidden Side of Foreign Policy," "The Environment of CIA: Official Relationships" followed by "Unofficial Relationships" (the latter incorporating presentations on facets of the American domestic situation which bear directly on the Agency), "New Tools and Methodologies for Intelligence," and "The Management of Intelligence and the Future." Three-day trips to optional [redacted] installations of interest were taken by Seminar groups.

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4. A total of 53 non-Agency and 99 Agency guest speakers and panelists accepted invitations to participate in the pilot running:

a. Among the distinguished non-government speakers were: A. Doak Barnett, Letitia Brown, Zbigniew Brzezinski, William Crockett, John K. Fairbank, Joseph Harsch, Herman Kahn, Foy Kohler, Peter Lisagor, Robert Osgood, Wesley Posvar, Charles Schultze, Max Ways and General Earle Wheeler;

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b. From other parts of the government: William I. Cargo, Dr. Edward David, Philip Farley, Brigadier General Daniel Graham, U. Alexis Johnson, William B. Macomber, Jr., Congressman William E. Minshall, Deputy Assistant Secretary C. Robert Moore, Eberhardt Rechtin, Darrell St. Clair, Werner VonBraun, and others;

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Their presentations provided a stimulus throughout the Seminar's running for the participants to make full use of their own experience, knowledge and judgments in lively exchanges both with guest speakers and with each other.

5. In evaluating the Seminar, the Senior Seminar Staff solicited reactions of the participants to the value of the course as a whole for themselves and any future participants, as well as suggestions on how to improve every part of the program throughout the running. Most of the 20 Seminar attendees affirmed in strong terms that participation will be valuable to them in their Agency jobs and expressed the hope that the Seminar be continued.

6. I was particularly interested in the participants' evaluations of Senior Seminar Objective 3, concerning "self-renewal" and appreciation of the problems of others, of which here are two:

a. "The Seminar fully achieved this objective for me. I came to the Seminar believing that this was one of its basic objectives, and I leave more convinced than ever that self-renewal is sufficient justification for the time and effort that went into the course. During the Seminar I was interested, stimulated, exhilarated, and excited at times; depressed, angered, and frustrated at others. In short, the Seminar dragged me out of my usual professional mold and caused me to think, to read, and to talk with more enthusiasm than I had for years. It was great!"

b. "Many of the myths about the "other guy" were effectively dealt with during the course of the Seminar. I came away with a more respectful appreciation of Agency-level problem areas. Not only did the course provide an opportunity (for self-renewal) but in fact did renew my sense of personal motivation, appetite and commitment to the Agency's problem areas..."

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7. As might be expected in a first running, the Seminar Staff and participants did identify a number of "bugs" which should be eliminated and some areas requiring improvement, but these did not detract from the Seminar's generally excellent quality. The Staff has compiled all answers to the evaluation questions into a thick sheaf which is available to anyone having a legitimate interest. We will be glad to answer any further questions which the Director and yourself or other appropriate authority may have concerning all aspects of the Seminar. In the meantime, I solicit your attention to the attached memoranda voluntarily written by six participants to their Office and Directorate chiefs. To save you time, we are submitting these special memoranda rather than the thick sheaf we have assembled. Not all the evaluations are as flattering, but we are not aware of any participant going away disappointed.

8. I concur fully in the judgments of the participants that the first Seminar running was successful and valuable, and believe that it demonstrates that this training experience for senior CIA officers represents an effective investment of funds, as well as of both Staff and participants' time. The nine and a half weeks of the Seminar covered a large amount and variety of material which bears directly on Agency concerns and interests, in contrast to less pertinent content to which senior officers are exposed at some of the external training programs with sessions up to ten months. I believe that for the near future (i.e., at least through the end of FY 1973) the Senior Seminar should be scheduled for two runnings a year -- a Spring and a Fall session. Following the Director's approval, we are prepared to begin the second running early in March. Further, the program should follow the same guidelines as to its overall content with attendance limited to 20 officers of minimum grade GS-15; I would, however, hope that a larger number of more senior officers might attend.

9. On the basis of the above, I recommend that you ask the Director to approve the continuation of the Senior Seminar as a regular training program to be conducted twice a year.

HUGH T. CUNNINGHAM
Director of Training

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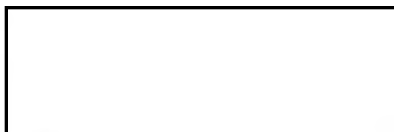
Att: A/S

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CONCUR:

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John W. Caffey
Deputy Director
for Support

22 Dec 1971
Date

The recommendation contained in Paragraph 9 is approved by the Director.

See memo dtd 7 January 1972 to DTR fr ExDir-Compt, subject: Senior Seminar. 71-6396/1

L. K. White
Executive Director-Comptroller

Date

Distribution:

- 0 - Adse (w/att) (Ret to DTR via DD/S)
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ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Senior Seminar

FROM:

DTR
1026
CofC Bldg.

EXTENSION

3245

NO.

DTR-7026

DATE

27 DEC

TO: (Officer designation, room number, and building)

DATE

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. DDS
7D-26, Hqs.22
Dec

JLO

5 to 1 and D/OTR:

I read this with some care and the Seminar does appear to have been a success. As you know, the Director was a little skeptical about this Seminar and I think will want to be assured that the Deputy Directors feel that it is worth the candle. In this connection, I get no feel at all for what the DDS&T or the DDP people think about the Seminar since none of the attached memoranda were from the participants of those components. If you could flesh your summary memorandum out a bit to give us some feel as to what the participants from the four Directorates think about the course, it would be helpful. I also think it would be worthwhile for me to see "the thick sheaf" which you have assembled.

2.

3. ER
7E-12, Hqs.

4.

5. Ex.Dir.-Compt.
7D-59, Hqs.

6.

7. DDS
7D-26, Hqs.28
Dec
1971

LDP/

8.

9. DTR
1026, CofC Bldg.

10.

11.

12.

13.

14.

15.

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L. K. White

("The" refers to six memos for
SSI participant.)

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Acting Ex. Dir-Compt. (Colby) called DDTR 29 October 1971

Colby: Understand you have courses in supervision at various levels. Question is whether we include that sort of function in things like MEDC and Senior Seminar.

DDTR: They do have problems of management in the MEDC and they take the Grid at the beginning for a week. In Senior Seminar there is a block on management problems in the Agency.

Colby: Management and supervision really aren't the good words--the best word is leadership. The officers all have totally different styles... might have some impact on the younger ones.

DDTR: It is a big problem and it becomes very apparent in the Grid when they try to analyze those aspects that seem to be bottlenecks to our efficiency. They come up with how can you grapple with it when there is no Agency style. They have asked Mr. Helms, what is your style and he finds it hard to answer that he has ~~any~~ style. We are in the process of running one and two day seminars on such things as problem solving, use of the efficiency reports, and problem people. We have a long way to go in really finding an honest to god effective instrument in teaching leadership based on Agency style. That is in some part why our Advanced Planning and Management Course has not been as effective as it could be because it borrows from outside the Agency.

Colby: Don't want you to do any big exercise but it kind of bugs me and I wondered if I could do anything to help. Sort of critical--the attitude and style of our middle level people--~~whether~~ they will become stuffy bureaucrats or keep an open and swinging attitude to the problems we are faced with.

DDTR: Why don't we tell you where we are and ^{how} ~~where~~ we are trying to cope with the problem. One of the things that has been bugging us and has been such an influence is sensitivity type training in the management field and we have almost concluded that that is not the solution to management problems. You have to have people that converse with each other candidly but you still have to know the mechanism of the problem itself, but solving the people problem is not solving the work problem.

Colby: You trigger something else in my mind as to the degree we are training our older people who have grown up in the liberal arts culture and that is not to be afraid of the machines. There is a visible reaction on some of our parts to the new machines--that is wrong. We have to adapt.

DDTR: I was asking that very question yesterday of Chief of our Support School--are we up to the times? Are we doing enough in teaching

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*2 Nov - Discussed
with Bob Waller
on this date.
RW*

people about the computers in this Agency? The answer is that we can't focus on an honest requirement for more computer training for the average guy, because he doesn't have much more of a contact than reading a computer list.

Colby: I asked Briggs to put into a paper that we have to do this. One of the ways to overcome resistance is to integrate the unpopular course into the popular one. You can integrate it into something like the MEDC and they will go in droves and if you offer it separately they will stay away.

DDTR: The only times we are successful in getting people to go to courses, is if they are popular ones.

Colby: The only concern I have about the MEDC courses is whether they become current events discussion groups. It is good, but you have to put a certain percentage of time on the nuts and bolts too, to teach our people to operate in the modern world.

DDTR: We have been talking about this in our Curriculum Council meetings. We will put together a paper for you.